DOCUMENT RESUME

ED 197 070 CE 027 521

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TITLE Project JOEY Final Evaluation.
INSTITUTION Community Service Society of New York, N.Y.
PUB DATE Aug 80
NOTE 47p.: Not available in paper copy due to thin, broken print.

EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS *Adolescents: *Delinquency: Employment Opportunities: Employment Practices: *Employment Programs: Job Training: *Program Effectiveness: Program Evaluation: *Youth Programs
IDENTIFIERS *Project Job Opportunities and Education for Youth

ABSTRACT

Project Job Opportunities and Education for Youth (JOEY) attempted to link 290 youthful offenders to a comprehensive employment and manpower development strategy that involves (1) expanding the number of employment opportunities; (2) developing job training and manpower programs; and (3) removing the barriers that unjustly exclude persons from obtaining productive employment. The project's twenty-two months of operation were evaluated by comparing planned outcomes to actual outcomes to determine level of success. Data for this evaluation was taken from client and project files and project accounting reports, as well as from clients, employers, and probation officers through mailed questionnaires; and from twenty client interviews. Analysis of the data showed that the project was successful in securing employment for about 200 youngsters, and that more than half who worked developed employable skills. About one-third of the clients, however, failed to respond to the project or to use project services. Recommendations for future operation of the project include better planning (in order to achieve appropriate entrance criteria, reasonable staff workloads, achievable program activities, more realistic budgeting, and a committed staff) and a built-in evaluation strategy. (KC)

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PROJECT JOEY FINAL EVALUATION

U.S. DEPARTMENT OF HEALTH
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August, 1980

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INTRODUCTION

The Community Service Society's (CSS) Project Job Opportunities and Education for Youth (JOEY) was approved by the State Division for Youth through the New York City Youth Board for implementation on September 1, 1978 through June 30, 1979. An extension of the contract allowed continued operation through March 31, 1980. In actuality the Project operated through June 30, 1980 with the last three months funding supplied by CSS. The contract for Project JOEY specified an overall goal

> to link (youthful offenders) to a comprehensive employment and manpower development strategy that involves (1) expanding the number of employment opportunities, (2) developing job training and manpower programs, and (3) removing the barriers that unjustly exclude persons from obtaining productive employment. The Project is designed to identify, develop and expand pre-employment and employment opportunities in the private and public sector, provide necessary social, psychological, educational, and physical services, and engage in a continuous process of education and communication with relevant agencies.

The outcome of this goal statement is examined in this evaluation report. Particular attention is paid to the effect of the Project on the clients. After a discussion of the findings, conclusions are drawn and areas for further study are indicated. A background of the Project is presented first.

Background

CSS Project JOEY was based on the belief that unemployed youth view themselves as less than full members of society. It was believed that those with a history of delinquency or criminal behavior see employment as an "unattainable or unrealistic goal for future planning." Recognizing that research has shown a high correlation between unemployment and deviant behavior, the Project proposed to reduce recidivism and the need for institutionalization by assisting youthful offenders "to be trained for jobs that offer an attractive alternative to anti-social behavior." The Project further proposed additional support via

counseling and educational services. The specific objectives were:

Employment
Identify, develop and expand pre-employment and employment opportunities in the private and public sector.

Match youth with pre-employment and employment opportunities which offer possibilities for acquiring basic work skills, enhance personal dignity, and stimulate a desire for productive activity.

Education
Establish an educational and vocational plan with each youth which may involve tutoring, alternative education, and pre-vocational or apprenticeship training in order to increase manpower skills for career planning and attainment.

Counseling
Assess interests, skills, and needs of eligible youth in order to provide linkage with experience that maximize positive opportunity for and facilitate eventual entry into the mainstream labor market.

Act as facilitator for the youth and his family for needed social services as a support for career development.

Implementation of these activities is discussed in the following section of the report.

Project Overview

During the ten-month initial contract, Project JOEY planned to serve 200 first-time youthful offenders* between the ages of 14 and 17 years of age living in the Borough of Brooklyn. Referrals were anticipated from Probation Officers attached to Family Court and Criminal Court. In addition to age, residency, and criminal history, CSS restricted admission to youngsters living at or below the poverty level.

Program Activities. Upon entrance to the Project, the client was assigned to a case manager who began the process of assessment of need and the develop-

*First time youthful offender is defined as being placed on probation for the first time. Youngsters may have been arrested or in trouble with the law several times before being placed on probation.

ment of an individual service plan. Information at intake was verified with the appropriate agency. According to the contract, the case manager enlisted the help of a job developer in conducting an employment/vocational/educational assessment and also arranged for outside testing, if necessary, in the case of educational and/or psychological need. Case managers were expected to respond to specific and immediate problems of the clients, while referring clients to appropriate agencies for longer term needs such as family therapy and psychiatric treatment.

Regarding education, volunteers were to be recruited to provide individual tutoring when necessary. Job developers were responsible for identifying sources of employment, providing job orientation for clients, matching clients needs and skills to jobs available, and monitoring the client's behavior on the job.

Staffing. Project staff consisted of two case managers, two job developers, a director and secretary. In 1979 additonal funding from the New York Community Trust provided for a staff educational specialist (hired July 1979) and a staff recreational specialist (hired October 1979). The educational specialist was responsible for planning, designing and implementing the individual tutoring program which included the recruiting, training and supervising of volunteers. The recreational specialist was responsible for planning and implementing a recreational program which included cultural activities and workshops.

Location. The Project was located at Restoration Plaza in the Bedford Stuyvesant section of Brooklyn. Although the recently renovated site was high in rental, the area was thought to be very accessible to the proposed project clients.

Budget. The amount provided by the Youth Board was $625,000 for the ten month period. (Under the project extension additional funds were not available, although some budget modifications occurred covering increased administrative costs.) The bulk of this money, approximately 80 percent, was for stipend payments to project clients. Under the terms of the contract, salaries of Project JOEY youngsters would be paid by the Project. Employers were obligated to provide a job site for full or part time work and training of job skills if appropriate. Further, employers were expected to place the trainee on payroll at the end of the Project if at all possible.

CSS committed about $30,000 in additional funding providing for operational costs and financial assistance to clients. (The total amount was necessarily increased when CSS agreed to continue the project through June 1980. Approximately $50,000 was involved.) Lastly, the New York Community Trust provided $25,000 for staff for the Center for Learning and Living. (A separate room was available for educational and recreational activities. It adjoined the main offices at the site.)

Reporting. The Project was required on a regular basis to complete Youth Board reporting forms on clients and project status. These requirements included intake forms, job placement forms, job site forms, monitoring reports, stipend lists, monthly statistics, termination reports. The Project kept daily case logs on the clients. Information on clients was also collected and sent to CSS's automated management information system (MIS).

PURPOSE OF STUDY

The purpose of this report is to assess the achievements of Project JOEY during its 22 months of operation. As specified in the contract, part of the in-kind contribution towards the Project by CSS was for a part-time data analyst who would be responsible for evaluation "including data collection and analysis." Implementation of the evaluation was assigned to the Research Unit in the Department for Families and Individual Well Being (FIWB). Since a researcher was not available until six months after the Project began the evaluation strategy was necessarily, in many ways, *ex post facto*.

Methodology.

With no expectation of a comparison group, the evaluation design became one of comparing planned outcomes to actual outcomes to determine the level of success. Contracted objectives served as a starting point for data gathering. A first report on Project JOEY was prepared in January 1980 utilizing the objective analysis approach. This second report extends the evaluation to cover the entire span of the project.

Data for this evaluation were taken from client files, project files, CSS FIWB/MIS files, CSS accounting office stipend lists and unit reports, as well as from the clients, employers, and probation officers via mailed questionnaires. These data were processed both manually and by computer by the Research Unit. Additional information was sought from staff in group and individual interviews. Approximately 20 clients were also informally interviewed.

The analysis of the data includes a discussion of client demographics, employment activities, and client outcomes. Findings from the surveys of the employers and probation officers are also discussed. Lastly, the impact of program variables on project outcomes is discussed. The section on findings begins with a presentation of the client data.

FINDINGS

Clients

As specified in the contract, 200 youthful offenders were anticipated as clients in Project JOEY. Out of approximately 500 youngsters referred over a 15 month period (October 1978 to February 1980), 290 were accepted into the program. While recognizing the extended time frame for the Project, the actual number of clients served was 45 percent higher than the expected number. According to staff, this large number of clients was problematic because case loads became too great for desirable levels of close and effective supportive services. Additionally, the necessarily increased reporting requirements added to staff paper work thus detracting from the time to be spent with clients. Besides the extension of time, one reason for this situation was identified as accepting youngsters into the program with limited entrance criteria. Referral from the probation officer was taken as a sign of commitment by the youngster which was not always the case. Initially, little or no attempt was made in selecting those young people who wanted to participate in such a program. As will be seen, the end result of such high intake was a high termination rate due to a failure on the part of clients to respond to project contacts.

Demographics.

1. *Sex and Ethnicity.* Project JOEY expected that of the 200 clients about 73 percent would be male and 27 percent female. By ethnicity, it was expected that about 52 percent would be black, 35 percent hispanic, 10 percent white and 3 percent in other categories. Tables 1 and 2 show the actual outcomes for sex and ethnicity respectively.

TABLE 1

CSS PROJECT JOEY
CLIENTS BY SEX

Sex	*Clients* *Number*	*Percent*
Male	245	84.5
Female	45	15.5
Total	290	100.0

From Table 1 it is obvious that the Project engaged fewer females than anticipated. Staff saw the reason as a function of fewer females on probation. The ethnicity distribution in Table 2 shows that the projections of blacks represented was higher than anticipated, while hispanics and whites were considerably less. Two possible reasons for this, according to staff,

TABLE 2

CSS PROJECT JOEY
CLIENTS BY ETHNICITY

Ethnicity	*Clients* *Number*	*Percent*
Black	229	79.0
Hispanic	56	19.3
White	4	1.4
Other	1	0.3
Total	290	100.0

were that a high incidence of referrals seemed to come from the same probation officers in the same geographic area; and in some instances white parents

refused services for their children because of the location of Project JOEY offices. Consequently, some staff believed a downtown Brooklyn site would have been more generally accepted. Since documentation was not kept on the reasons, it is difficult to verify either point of view.

2. *Age*. Regarding the ages of clients, Table 3 shows that approximately 96 percent of the clients were in the expected age range of 14 to 17 years of age with more than half being either 15 or 16 years old.

TABLE 3

CSS PROJECT JOEY
AGE OF CLIENTS

	Clients	
Age	*Number*	*Percent*
14	25	8.6
15	93	32.1
16	89	30.7
17	71	24.5
18	11	3.8
19	1	0.3
Total	290	100.0

3. *School Status*. Given this age group it is not surprising that three-fourths of the clients when enrolled in the project were attending school full-time and an additional 5 percent were attending part-time. As can be seen in Table 4, voluntary withdrawals from school accounted for approximately 13 percent of the 290 youngsters, while the remaining 6 percent fell into other categories.

4. *Referral Source*. Sources of referral for the projected 200 clients were anticipated from three areas; namely, Family Court Intake (about 40 per-

TABLE 4

CSS PROJECT JOEY
CLIENTS BY SCHOOL STATUS

School Status	*Number*	*Percent*
Attends full time	223	76.9
Attends part time	14	4.8
Voluntary withdrawal	37	12.8
Other	16	5.5
Total	290	100.0

cent), Family Court Supervisory (25 percent), and Criminal Court (35 percent). In fact, as can be seen in Table 5, referrals came from a total of six sources including the Family Court Demonstration Project, the Supreme Court and Legal Aid. Hence, as one might expect, the actual percentages of clients referred by these sources did not match the projected percentages. The major reason for additional referral sources was to increase the initially too few referrals being made. By the end of November 1978, fewer than 10 clients were actually employed.

TABLE 5

CSS PROJECT JOEY
CLIENTS BY REFERRAL SOURCE

	Clients	
Referral Source	*Number*	*Percent*
Family Court (FC)	115	39.7
FC - Demonstration	59	20.3
Criminal Court	59	20.3
Supreme Court	32	11.0
FC - Intake	20	7.0
Legal Aid	5	1.7
Total	290	100.0

5. *Criminal History*. A further identifying characteristic of these clients is the criminal history including type of offense and the number of prior arrests. These data appear in Table 6 and 7 respectively. Almost half of the clients (about 47 percent) had been involved in robbery, approximately 13 percent had committed status offenses, and an additional 13 percent were arrested for burglary. With respect to the number of prior arrests, more than half, about 54 percent, of the clients had none. About 20 percent of the clients had one prior arrest and the remaining 26 percent had two or more. According to staff some of the clients who had one or more arrests may not have been brought to court previously, nor have been put on probation prior to the current offense.

TABLE 6

CSS PROJECT JOEY
CLIENTS BY TYPE OF OFFENSE

Offense	*Clients*	
	Number	*Percent*
Robbery	136	46.9
Status Offense	39	13.4
Burglary	37	12.8
Assault	24	8.3
Larceny	13	4.5
Auto Theft	10	3.4
Other*	28	9.7
Unknown	3	1.0
Total	290	100.0

*Referrals from Legal Aid and Family Court. Generally these clients were persons in need of supervision (PINS).

TABLE 7

CSS PROJECT JOEY
CLIENTS BY NUMBER OF PRIOR ARRESTS

Number of Prior Arrests	*Clients*	
	Number	*Percent*
0	156	53.8
1	59	20.3
2	45	15.5
3	13	4.5
4	8	2.8
5	4	1.4
6	2	0.7
7 or more	3	1.0
Total	290	100.0

Employment. The major activity planned for Project JOEY clients was employment. After an initial assessment and program orientation, meetings with clients concentrated on job readiness skills and job orientation. Approximately 69 percent of the clients (199 out of 290) held about 30 different types of jobs while in the Project. (See Appendix A for complete listing of jobs.)

1. Number of Jobs. Approximately 200 youngsters found employment through Project JOEY as shown in Table 8. Nearly three-fourths of these youngsters had one job, and of these about one-fourth had two or more jobs. A major reason for thirty percent of the total group not being employed was refusal of project services. Other reasons will be examined later.

(a) Months in Program. Table 9 shows a crosstabulation of clients length of stay in Project JOEY in months versus the number of jobs held. Little relationship appears to exist between the two variables. More than half of the clients were in the program six months or less. The data show that there were

TABLE 8

CSS PROJECT JOEY
CLIENTS BY NUMBER OF JOBS

Number of Jobs	*Clients* *Number*	*Percent*
0	91	31.4
1	147	50.7
2	49	16.9
3	2	0.7
4	1	0.3
Total	290	100.0

more clients (n=14) who held two or more jobs staying beyond 12 months than the number of clients (n=9) who held only one job.

TABLE 9

CSS PROJECT JOEY
MONTHS IN PROGRAM BY NUMBER OF JOBS HELD

Months in Program	*Number of Jobs Held* *0*	*1*	*2 or more*	*Total*
0 but less than 2	13	8	0	21
2 but less than 4	31	44	7	82
4 but less than 6	28	33	8	69
6 but less than 8	15	27	9	51
8 but less than 10	3	20	8	31
10 but less than 12	1	6	6	13
12 or more	0	9	14	23
Total	91	147	52	290

2. *Type of Job.* Types of employment included office aide, counter clerk, construction trainee, recreational aide, dental assistant, sales/stock clerk, glazier assistant, printing trainee and radio dispatcher. The frequencies in types of jobs when categorized into five general areas are shown in Table 10. More than half of the positions were in sales and stock with an additional 25 percent in skilled trades.

TABLE 10

CSS PROJECT JOEY
CLIENTS BY TYPE OF JOB

Type of Job	*Client*	
	Number	*Percent*
Sales and Stock	116	58.3
Skilled Trades	49	24.6
Clerical/Office	26	13.1
Human Services	7	3.5
Technician	1	0.5
Total	199	100.0

3. *Time Worked.* The hours recorded on the weekly stipend lists are evidence of the time spent in employment by Project JOEY clients. As recorded, the number of hours worked ranged from 0 to approximately 2200, averaging about 300 hours per working client. While many youngsters were employed on a part time basis (20 hours a week or less), because of the wide project time span and because of the wide variation in time worked weekly, for convenience in presentation, the time worked has been collapsed into 35 hour work weeks as shown in Table 11. Using this definition, the data show that approximately 100 clients worked less than one 35 hour work week. (Included in this figure

TABLE 11

CSS PROJECT JOEY
CLIENTS BY TIME WORKED

*Number of Weeks**	*Clients*	
	Number	*Percent*
0	85	29.3
1	21	7.2
2	20	6.9
3	23	7.9
4	10	3.4
5	7	2.4
6	12	4.2
7	16	5.5
8	11	3.8
9	10	3.4
10	8	2.8
11 - 20	30	10.3
21 - 30	20	6.9
31 - 40	11	3.8
More than 40	6	2.2
Total	290	100.0

*A week represents 35 hours. The number of weeks column should be read as up to one week, up to two weeks, etc. A client working 5½ weeks, for example, would be counted for 6 weeks.

are 85 clients who never worked or never attended vocational training.) The next 100 clients worked between 35 hours and 280 hours representing approximately 2 to 8 weeks (of 35 hours). The remainder of the clients worked for a period of time greater than 8 weeks, the highest amount of time equivalent to more than 60 work weeks of 35 hours per week.

When the extended number of hours worked beyond March 31, 1980 are considered, the figures in Table 11 shift slightly upwards in several categories. Differences, however, are not substantial, the highest number of weeks worked becomes about 65.

These figures do not compare favorably with the amount of time projected in the initial contract (indirectly through the budget figure for stipends.) Sufficient funds were available for youngsters to work on the average for more than 800 hours or about 22 weeks (at 35 hours per week.) Given the actual data, in retrospect, it seems that the proposed figures were an unrealistic expectation for the average client. This is particularly true for the younger clients who were still attending school. Even if the clients with zero hours worked are eliminated, nearly half of the remaining clients worked six weeks or less.

Analyzing the amount of time worked by other variables some findings are of interest. Namely, some clients were in the Project for several months and yet the amount of time they worked is minimal, a pattern probably due to the keeping of inactive clients on the roles. Examining hours worked by age, it was found that the 16 year olds worked the longest amount of time. More than half of the 15 years olds, about 62 percent, worked three or fewer weeks. This is again understandable given the part time work status of clients still attending school. Analyzing time worked by the number of prior arrests, it was found that those clients who had no prior arrests worked more weeks than those with one or more prior arrests.

Reasons for Termination. Whenever clients left the project, a termination report was filed with the New York City Youth Board. The data from these forms were abstracted and analyzed in order to assess the project's impact upon its clients. From the distribution of reasons appearing in Table 12, it is clear that by far the largest group of clients was terminated because the clients refused services or failed to respond to project contacts. As indicated earlier, more thorough screening procedures at the outset of the project may have reduced the size of this group.

TABLE 12

CSS PROJECT JOEY
CLIENTS BY REASONS FOR TERMINATION

Reasons for Termination	*Clients*	
	Number	*Percent*
Failed to respond; refused services	107	36.9
Project closing	61	21.0
Obtained job	47	16.2
Incarcerated	21	7.3
Acting out; unmanageable	14	4.8
Poor work performance	9	3.1
Inappropriate referral	8	2.8
In school	5	1.7
Other	18	6.2
Total	290	100.0

The next largest group of clients was terminated because of the project closing in March 1980. Circumstances were such, however, that CSS funded the project for an additional three months in order for staff to complete work with clients. Of these clients, 42 continued their employment beyond March. When this group was finally terminated during May and June, an additional 24 clients were employed either full or part-time outside the project. A majority of these, in fact, had been picked up by their project employer, a clear indication of successful achievement.

Additional successful terminations occurred in 16 percent of the cases where clients obtained jobs prior to the project closing and in 2 percent of the cases where clients were in school working towards their educational and/or career goals. (This latter group is to be distinguished from the total group of 125 clients who were attending school as of their last contact with the project. This group's attendance at school is largely a function of their age rather than project impact.)

Among the unsuccessful terminations, according to the reports filed, approximately 7 percent of the clients were re-arrested, about 5 percent were terminated for unmanageable behavior and about 3 percent were terminated for poor work performance. The remaining clients, approximately 6 percent (n=18), were terminated for other reasons (i.e., moved, hospitalized, entered military) or because they were inappropriately referred at the outset, approximately 3 percent (n=8).

Because the termination status of a client is a good indicator of the immediate project impact upon the client, the several reasons for termination have been analyzed according to client characteristics. The findings are discussed below.

1. *Age*. Given the above reasons for termination and the client ages from 14 through 19, a crosstabulation of those data show no apparent relationship between age and termination. For clients of all ages, the most frequent reason for termination was a failure to respond, followed by program closing and next obtaining a job.

2. *Offense History*. Considering termination reason by offense history, in all instances except one, clients who refused services were the largest group across all categories. The exception was in the case of clients whose previous offense history was categorized as "other". According to project staff these clients were generally PINS; i.e., persons in need of supervision. For this small group (n=28), unlike the group as a whole, the two most frequent reasons for termination were project closing (n=10) and getting a job (n=8).

3. *Months in Program*. Examining termination status by months in the program, for those clients terminated because of a failure to respond, slightly more than half, 53 percent (n=57) remained in the Project six or fewer

months. Not one of these clients remained longer than twelve months. Beyond the twelve month mark, the most frequent reasons for terminating clients were obtaining a job or the program closing. It is also the case that nearly half of the clients terminated because of the project closing were in the project four months or less. This group of clients had been accepted into the program late in 1979 and were part of the group sponsored beyond the March 1980 official project closing by CSS funding. Of those clients terminated for reasons of rearrest, approximately half were terminated within their first three months; nearly one-fourth left in the first month. In fact, during the first month the most frequent reason for termination was incarceration. By the seventh month, 90 percent of these youngsters were terminated from the project. Lastly, it was found that clients who left for reasons of employment were in the program for a minimum of two months.

4. *Number of Jobs*. Examining the reasons for termination by the number of jobs held, for those clients who were never employed (n=91), more than 60 percent failed to respond to project contacts (n=56). The next largest group of those never employed (n=13) were terminated because of incarceration.

For those clients who had one job while participating in Project JOEY, approximately equal in frequency for reasons of termination were failure to respond (n=41) and the program closing (n=39). Next in frequency were those clients who obtained a job (n=31). Those rearrested (n=6) were less than 5 percent of the total sub group. For those clients who had two jobs, the greater number (n=19) were terminated because of the project closing. The next largest subgroups either failed to respond (n=10) or obtained a job (n=8).

Separating those clients who had jobs (n=199) from those who did not (n=91) and comparing the reasons for termination, as noted before, the most frequent

reason for termination for those with no job was failure to respond (more than half), while only one-fourth of those with jobs were terminated for the same reason. Interestingly, those who had no job had a higher termination rate because of incarceration than those who were employed in the project. The most frequent reason for termination among those who had a job was program closing (n=58) compared to less than 5 percent for those who did not. These data are shown in Table 13.

TABLE 13

CSS PROJECT JOEY
TERMINATION REASON BY NUMBER OF JOBS

Termination Reason	*Number of Jobs*	
	No Job	*One or More Jobs*
Failure to respond	56	51
Project closing	3	58
Obtained job	7	40
Incarcerated	13	8
Acting out	1	13
Poor work performance	0	9
Inappropriate referral	3	5
In school	0	5
Other	8	10
Total	91	199

Finally of those with no job, approximately 10 percent were terminated for reasons of employment. It should be noted that at least six of these clients received vocational training for several weeks during the summer of 1979. While not clearly documented, it is probable that the training had some positive impact and aided them in obtaining employment outside the project.

5. *Time Worked.* Analyzing the reasons for termination according to the time worked, approximately 63 percent of the clients who were terminated

for failure to respond worked one week or less. Almost three-fourths of this group worked two weeks or less. A similar pattern emerged for clients who were incarcerated. Approximately 76 percent worked three or fewer weeks, about 57 percent one week or less.

Outcome. Separating the reasons for termination into successful, unsuccessful, and other categories, it was thought that a clearer picture of client outcome would be seen. Of particular interest was whether or not any client characteristic had a strong relationship to success or failure.

Using the termination data discussed previously, successful clients were identified as those who left for education reasons, those who obtained employment and those who were terminated because of the program closing. The inclusion of this last group is somewhat arbitrary; although, given the extension of the program to June 1980 and the fact that more than half of these clients obtained jobs after the March 1980 closing, the definition of successful is not unreasonable. Unsuccessful clients were defined as those terminated because of re-arrest, failure to respond, acting out, and poor work performance. The placing of the clients who failed to respond in this category is again somewhat arbitrary. It can be argued that because of a client's choice to refuse services the project never really had a chance to impact upon them. However, many of these clients went through orientation and were employed. Failure to respond came afterwards. Towards these clients it can be said that the project had a responsibility. A final group of "other" clients was defined as those who were inappropriately referred or other (eg. moved, ran away). This group was removed from consideration as either successful or unsuccessful because the project in all probability had little or no impact upon them. Given these outcome definitions of successful, unsuccessful and other, the client data were re-examined. The findings are as follows.

1. Sex and Employment. Table 14 shows client outcome data by sex and whether or not the client was employed. For both males and females, the percentage of successful clients who were employed exceeds the percentage of clients in all other sub categories by sex. However, the ratio of success was higher for females alone (about 47 percent), than for males alone (about 37 percent) given the outcome definitions. Another difference between sexes occurs in the unsuccessful categorization. Females who were unsuccessful were more likely to have been unemployed, while employed males who were unsuccessful outnumbered those who were unemployed and also unsuccessful.

TABLE 14

ESS PROJECT JOEY
OUTCOME BY SEX BY EMPLOYMENT

Outcome	*Sex*								*Total*
	Male				*Female*				
	Unemployed		*Employed*		*Unemployed*		*Employed*		
	N	*(%)*	*N*	*(%)*	*N*	*(%)*	*N*	*(%)*	
Successful	9	(3.1)	83	(28.6)	1	(0.3)	20	(6.9)	113
Unsuccessful	56	(19.3)	74	(25.5)	13	(4.5)	8	(2.8)	151
Other	10	(3.4)	13	(4.5)	1	(0.3)	2	(0.7)	26
Total	75		170		15		30		290

2. Age. Considering the clients as a total group, age appears to have no relationship to outcome. Unsuccessful clients outnumber successful clients in all age categories with the exception of ages 18 and 19 where the number of clients was too small to make a difference (n=11). However, 15, 16, and 17 year old clients who had jobs had a slightly higher success rate than comparable clients without jobs. The results at age 14 are not as clear. Half of those who had jobs were successful and half were not, although, not one of the 14 year

olds without a job was successful. Again, too small figures do not allow generalizations.

3. *Offense History*. The offense history of the clients appears to have no significant relationship with client outcome. However, as indicated previously, members of the small group of clients whose offense history was "other" (generally PINS), were twice as likely to be successful as not. Status offenders who had jobs were also more likely to be successful than those who did not. The same was true for those with an offense history of robbery and burglary. With or without jobs, those clients with an offense history of assault, auto theft and larceny were more likely to be unsuccessful than successful for the client data given.

4. *Prior Arrests*. A relationship appears to exist between the number of prior arrests and outcome. Clients who had no prior arrests were more likely to be successful than not. As can be seen in Table 15 the data show that for (1, 2 or 3 prior arrests) the greater the number of prior arrests the more likely the client would be unsuccessful. For example, a client with one prior arrest was twice as likely to be unsuccessful; a client with two prior arrests was three times more likely to be unsuccessful as successful.

Analyzing these same data for those who had jobs versus those who did not, differences are even stronger. Twice as many clients with jobs and no prior arrests were successful (n=70) as unsuccessful (n=31). Clients who had one prior arrest and were employed while in the project were split approximately in half between successful and unsuccessful outcomes. In all other cases of numbers of prior arrests, clients who were unsuccessful outnumbered those who were successful.

TABLE 15

CSS PROJECT JOEY
NUMBER OF PRIOR ARRESTS BY OUTCOME

Number of Prior Arrests	*OUTCOME*			
	Successful	*Unsuccessful*	*Other*	*Total*
0	78	63	15	156
1	19	37	3	59
2	10	32	3	45
3	1	10	2	15
4 or more	5	9	3	17
Total	113	151	26	290

5. *Type of Job.* As can be seen in Table 16 the majority of clients with jobs (about 52 percent) were successful by the definitions used here. This was true for three of the job categories; i.e., sales and stock, skilled, and clerical. The exception was the category "other" which were chiefly jobs in the human service area. Out of eight clients, five were terminated unsuccessfully; however, these figures are too small to have any generalizability.

The proportions of successful and unsuccessful reverse themselves when the number of clients without jobs are added to the data. Given the large number of those without jobs who were unsuccessful, slightly more than half of the total group (about 52 percent) were terminated unsuccessfully as shown in Table 16. Clearly to have been employed while in the Project increased the client's chance of being successfully terminated.

6. *Time in Program.* Not surprisingly the successful candidates worked more hours than those who were not successful. Also, not surprisingly, some successful candidates were in the Project for a full eighteen months.

TABLE 16

CSS PROJECT JOEY
TYPE OF JOB BY OUTCOME

Job Type	*Successful* N	(%)	*Unsuccessful* N	(%)	*Other* N	(%)	*Total*	
Sales/Stock	57		50		9		116	
Skilled	26		18		5		49	
Clerical	18		8		0		26	
Other (Human Services/Technician)	2		5		1		8	
Sub Total	103	(51.8)	81	(40.7)	15	(7.5)	199	(100.0)
No Job	10		70		11		91	
Total	113	(39.0)	151	(52.0)	26	(9.0)	290	(100.0)

Survey. Of major interest in the assessment of Project JOEY were the opinions and observations of the participating clients. This information was sought via a questionnaire which was mailed in the case of terminated clients and administered during the closing weeks of the project on-site in the case of still participating clients.

Of the 290 youngsters in the program, 104 clients, or about 36 percent responded to the survey. (Twenty-six surveys were returned as not deliverable.) Clients were asked to rate Project JOEY on twelve different aspects concerning staff, employers and the program at large. Overall responses from clients were quite positive. More than half of the clients rated the project from good to excellent on all twelve variables.

As can be seen from Table 17, the most positive rating was given to Project JOEY staff for helping the respondents to learn about job interviews. Approximately 94 percent of the youngsters rated the staff's help as good to excellent.

TABLE 17

CSS PROJECT JOEY
CLIENT RESPONSES TO SURVEY

Item	*Percent of Clients**				
	Excellent	*Good*	*Average*	*Poor*	*No Response/ Doesn't Apply*
Staff Help					
On job interviews	58.7	35.5	4.8	0.0	1.0
In getting a job	58.7	28.9	4.8	3.8	3.8
On job problems	47.1	36.5	7.7	0.0	8.7
In keeping the job	37.5	43.3	6.7	2.9	9.6
In being available	45.2	30.7	13.5	2.9	7.7
On school problems	33.7	40.4	11.5	1.9	12.5
On family problems	23.1	33.6	14.4	2.9	26.0
Employer Help					
On learning the job	35.6	33.7	17.3	3.8	9.6
On teaching new skills	29.8	38.5	17.3	2.9	11.5
Overall					
Travel distance	31.7	29.8	18.3	7.7	12.5
Kind of job	27.9	36.5	17.4	6.7	11.5
Working hours	26.0	38.5	20.1	3.8	11.6

*N=104

The second highest rating was given by the clients to staff for their help in getting a job. Approximately 88 percent said that the assistance received was good to excellent. In other areas, the percentage of good to excellent ratings on staff was as follows: About 79 percent (n=77) for keeping the job, about 76 percent for being available (n=74), about 73 percent regarding advice on school problems (n=71), and about 56 percent for help on family problems. While advice on family problems was least positively rated, it should be noted that approximately 25 percent said assistance wasn't needed or didn't apply.

Clients were only slightly less enthusiastic in rating their employers. Ratings on help in learning the job and also learning new job skills approximated 69 percent in the good to excellent categories. On overall program variables, clients were least enthusiastic regarding travel distance to work. Ratings were slightly higher on the kind of job clients had and the working hours.

In other areas of the survey, clients were asked what was their goal as a participant in the project and did Project JOEY helped them to accomplish it. The responses on their goals were similar; e.g., "to learn how the job world is," "to get a good job," "to stay out of trouble," and "to get a job and prove I didn't have to be a criminal." The overwhelming majority, about 82 percent, said yes they were helped in their goals, about 11 percent said no, while the remainder did not respond. When asked if Project Joey helped them enough to be able to get a job on their own, 85 percent said yes, 11 percent said no, while the remainder did not respond. Clients were also asked, should it be possible, would they recommend a project like JOEY to anyone. Responses were again extremely positive, about 90 percent said yes, 6 percent said no, while 4 percent did not respond.

Clients were also asked to check off those aspects of Project JOEY that they liked best and those they liked least. Allowing for multiple responses, the best aspects, according to those who responded to the survey were the job (n=87), the staff (n=77), job orientation (n=65), the pay (n=64), and meeting other trainees (n=60). The least liked aspects after "nothing" as the most frequent choice (one client wrote "I like Project JOEY there is no least about it.") were traveling distance (n=19) and the pay (n=14).

The final section of the questionnaire asked the clients for their opinion on the project. A sample of the comments made the 65 clients who responded

shows a very high degree of support for the program.

> Project JOEY is a nice staff.
>
> They (are) doing the best they can to help us and I think that's good,
>
> It is good to a person who need(s) a start and can't do it themselves.
>
> I like Project JOEY because they help me get myself together.
>
> It is a self respecting program and it really tries to get you a job ... the staff know how it is out in the world and they teach you how to deal with it.
>
> OK!
>
> I just dig it.
>
> I think Project JOEY is the best program I've been in. Not only have I learned how to conduct myself on an interview, I've also learned how to handle problems better. It's a beautiful program. I'm just sorry that I had to be introduced to it under the circumstances which were.
>
> My opinion on Project JOEY is its a very nice place to be part of.
>
> I enjoyed it and wish it wasn't ending.
>
> I think it's a good program because they're helping young brothers get a job, stay off the streets and try to get themselves together. Also th staff are polite, respectful and up-front which gets rid of a lot of confusion.
>
> My opinion of Project JOEY is that it's a very nice program, but you have to go there with an open mind.
>
> I think that Project JOEY should continue because they find jobs for people and that gives a youth something worth while to do.
>
> Thank you for the job you gave me.

1. *Client Satisfaction.* Client ratings on the project variables were weighted into three categories of high, average, and low with 3.00 the highest possible average score. The average rating of 2.77 for all clients

combined was very high indicating a high level of satisfaction. Separating responses by outcome categories of successful, unsuccessful, and other reveals some differences. Approximately half of the unsuccessful and other clients were as likely to rate the project higher than lower, whereas successful candidates were more than twice as likely to rate Project JOEY higher than lower. It is interesting to note that 24 successful clients ranked the Project 3.00 overall as did 7 unsuccessful clients and 3 clients in the other category.

Employers

A total of 110 employers were participants in Project JOEY during its operation. A majority of the employers (n=83) were in the private sector, while the remainder (n=27) were public and/or non-profit agencies. Represented were retail stores, community centers, schools, supermarkets, auto shops, and general contractors. Specialized firms included an electronics shop, a printer, glass company, newspaper, and a dentist. (See Appendix B for a complete listing.)

The employers provided about 30 different types of jobs to 199 Project JOEY client trainees. Given the large role played by the employment function of Project JOEY, it was believed important to provide employers with an opportunity to assess the project. Their opinions were sought via a mailed questionnaire on the project as a whole and on their clients in particular. Employers were asked to rate the Project JOEY trainees on a variety of job related characteristics. The results of the survey are discussed below.

Survey. Out of the 110 employers that were mailed questionnaires, 38 of them or approximately 35 percent responded to the survey. (An additional four surveys were returned as not deliverable. One employer sent a letter of commendation on a project trainee although the questionnaire was not returned.)

Overall, the employers were positive in their assessment of the Project. About 71 percent of the employers said that their relationship with the Project was good to excellent, about 18 percent said it was fair, and 11 percent, poor. Regarding the degree of cooperation received from Project JOEY staff, ratings were even more favorable, 82 percent saying they were good to excellent, 8 percent said fair, while 10 percent said poor.

Employers were asked to rate Project JOEY trainees on several job characteristics. The ratings of the 38 employers for the 88 youngsters that they employed are shown in Table 18. For all items the greater majority of clients were rated average and above. As can be seen from the Table, the highest ratings were given for courtesy, about 71 percent of the clients were rated above average.

TABLE 18

CSS PROJECT JOEY
EMPLOYER RATINGS OF CLIENTS

Item	*RATING*			*Doesn't Apply/No Response*
	Above Average	*Average*	*Below Average*	
	%	%	%	%
Overall satisfaction with trainees*	41	32	20	7
Satisfaction with				
.attitude towards job	40	42	17	1
.interest in job	43	31	25	1
.preparation for work	32	32	24	12
.ability to learn job	57	22	20	1
.job attendance	27	36	33	4
.courtesy	71	23	3	3
.social behavior	59	17	14	10
.amount of cooperation	61	21	17	1

*N=88

The clients were also highly rated on cooperation, social behavior and ability to learn the job. The least favorably rated was attendance, about 33 percent were rated poor. Also ranking relatively lower were interest in the job (about

25 percent below average) and preparation for work (about 24 percent below average).

When asked about the degree of match between jobs and the trainee's interest, the employers found approximately 84 percent of the trainees average and above. Comparing Project JOEY employees to other youngsters that they had supervised, about 73 percent of the trainees were compared favorably.

The types of jobs available through the employers who responded to the survey were typical of the total employee group. Among the types represented were grocery clerk, salesperson, cashier, stock clerk, office aide, dispatcher and recreational aide. Of the 38 employers completing the surveys, 23 named skills that were taught to the Project JOEY trainees. Included on the list were bookkeeping, selling, environmental care, developing x-rays, filing, handling cash, operating office machines, and handling customers.

About 29 percent of the employers said yes, they had dismissed some trainees. Reasons given were lateness, too many absences, unsatisfactory work, and a poor attitude. It should be noted, however, that employers included in this category trainees who left on their own; e.g., "They all left job." "Did not work. Came one night to get the hours assigned and never returned." Hence, some trainees were dismissed because they never gave themselves or the Project time to work.

The percent of employees who placed trainees on their payroll was extremely small, only 5 percent of those responding. Among the reasons given were "lack of funds," "budget doesn't permit," "no position open," and others having to be hired first.

When asked if it was worth the time to train and supervise a youngster, the greater majority, about 76 percent, said yes. When asked if they would be willing to participate in the project again, a similar number (n=29) said

yes, while two more said possibly, "depending on the person." Only three employers said no with reasons unstated. When asked if they would recommend Project JOEY to other employers, three respondents said yes and an additional two said possibly, "If training time could be extended." A total of 33 respondents, said the project should be continued or replicated. Among the reasons why were "It is an experience that shows a part of life that can be productive, (helping a youngster) gain confidence - self esteem - responsibility." "Experience has proven very beneficial to trainees as well as agency." "It's my belief that programs such as Project JOEY are needed and are very positive." "Yes, because a project like JOEY benefits both the child and parents." And, "It gives troubled youths a chance to be better persons and be more independent."

Lastly, the employers were asked for suggestions on what would make Project JOEY better. Responses reflected the degree of success, or lack of, that employers met. Several comments were aimed at training; e.g., "longer training periods," "to be in a trade combined with their schooling if possible," "actual training of the youngsters in office skills" Some simply asked for more, "More trainee hours on the job." Others asked for "more committed youth ... for human service area,""a better attitude," "Teenagers that have what they are doing at heart." Several saw commitment as a function of selection; e.g., "More screening of the applicants to find out their willingness to work," "Effective screening of applicants, close follow up and skillful counseling," "Better supervision, counseling and monitoring." One employer thought highly enough of the program to want "to change it from being a program only for youths who have been in trouble with the law to a program for any eligible youth."

Staff Ratings. As noted before, upon termination of a client, Project JOEY staff completed a final form part of which applied to employment. Approxi-

mately 43 percent of the clients were rated positively on skills acquisition. The skills acquired reflected the wide diversity in jobs. A sampling taken from Youth Board termination forms included

- skills in the dental profession i.e. making molds, developing x-rays and cleaning equipment;
- learned how to price, sort and stock goods;
- learned how to attend customers, work cash-register and make flower arrangements;
- learned office skills - filing, answering phones, work with medical records and following directions;
- learned how to plaster and paint apartments.

Spinoff effects due to employment were also noted by staff. For example, "While the trainee was in the program he learned how to schedule his time, budget his money and acquired good work habits." Another, the client "seems to have developed a greater sense of responsibility and deeper commitment to self development."

Probation Officers

It was believed that the perspective of the probation officers regarding Project JOEY would also assist in a better understanding of the project's impact. Hence, a survey was developed and mailed to 81 officers who had referred clients to the Project. Out of the 81 surveys mailed, only 12 were returned, 10 completed and 2 not deliverable. (Additionally two probation officers regretted the closing of the program by writing personal letters.) The survey contained several open-ended questions about the probation officer's assessment of the Project as a whole. In addition, they were asked to rate their clients on twelve possible changes in behavior. The findings from the returned surveys are summarized below.

Survey. The probation officers responding to the survey reported having approximately 85 clients accepted by the Project, although they had referred many more. Of the clients accepted, approximately 67 percent of them were judged successful; of the remaining 33 percent, half were judged not successful while the others were in a "don't know" category.

When asked what differences, if any, existed between Project JOEY youth and similar others who were not in the program, one officer commented "Project JOEY youth were more motivated to look for work;" another stated "In most cases there was an apparent increase in feelings of self-worth and responsibility." Whether or not Project JOEY could benefit other types of youth was answered by one "Definitely - Out of school and/or out of work teenagers with no skills and/or experience by providing them, with a meaningful work experience (as opposed to show up and get paid types)."

Among the comments on revisions that could be made in the Project to improve its services were "more jobs for more people," "More funding for more placements," "More outreach in liaison with school and home," and "more counseling for the family about the project." While one probation officer felt that the program "ran pretty smoothly as it was," another wanted a "written report" on youngsters referred and still another believed that "If counseling is supplied, or before it is offered, consulting with (the) Probation Officer should be arranged first."

Asked to identify the "best" and "worst" aspects of Project JOEY, remarks were similar about employment being the best aspect; e.g., "Help for young people in obtaining employment and keeping them off the streets." Comments on the worst aspects were "Needs to deal with the kids who are intellectually below a certain level ..." and, there is "Not enough counseling as to how the program functions for the client" since "many youth expect instant gratification and

can't handle waiting for second or third appointments." Another comment on the worst aspect was the "Long waiting list for referral most of the time."

Probation officers were also asked what they believed their clients thought about the program. The comments were favorable. "They liked it. It supplied them with an opportunity to find part-time jobs and it offered them encouragement." "They liked the attitudes of many of the staff who seemed to be interested in them." However, one noted that "Those who were successful had positive comments - those who were unsuccessful had negative comments."

Lastly, the probation officers were asked to rate the degree of improvement (none, some, moderate, high) shown by their clients who were participants in Project JOEY. A total of 53 clients were rated. A high degree of improvement was noted in 75 percent or more of the 53 clients in overall behavior, attitude, orientation to work, social behavior, interest in working, amount of cooperation, reliability and response to supervision. Moderate improvement was noted in the ability to get along with others, and in punctuality, for about 80 percent of the clients. Least change was noted in educational aspirations and interest in school. About 89 percent of the clients fell in the moderate, to some, degree of improvement categories.

Program Variables

The data in this section concern general program operations. The budget and expenditures are discussed first. Other program variables, such as staffing and liaison with outside agencies, are discussed in light of their effect on program outcome.

Costs. The total amount granted for Project JOEY by the State Division for Youth was $625,000. Less than half of this amount was expended at the end of the initial ten-month contract in June 1979. CSS Project JOEY requested and received an extension of the grant until March 31, 1980. Changes in the

budget occurred at this time allowing for increased administrative costs by shifting some stipend funds into this category.

Of the $625,000 allocated approximately 80 percent was for trainee stipends, 17 percent for personnel and 3 percent for all other costs. At the end of March 1980 approximately $400,000 of the grant (about 64%) was expended. Of this amount about 54 percent was for trainee stipends, 37 percent for personnel and 9 percent for all other costs.

CSS's initial budget for Project JOEY was about $30,000 more than half of which was for indirect program costs, the other for personnel and financial assistance for trainees. CSS's costs at the end of June 1980 were approximately $57,000. About 55 percent of this amount was for personnel, the remainder split in half between trainee stipends and all other costs.

When the expenditures for Project JOEY were combined, the total cost was approximately $460,000. Table 19 shows the final figures based upon CSS Accounting Office unit statements. About half of the total costs went for trainee stipends, about 40 percent to personnel and 10 percent for other costs. These figures differ considerably from the original budget. Only 45 percent of the amount planned for stipends was actually used (including CSS's share), whereas personnel and all other costs were higher. (Excluded from this analysis is the cost for the Center for Learning and Living staff and operations.)

Averaging the total program costs for the 290 participating clients, the cost per client was approximately $1,500. If stipend costs are averaged only for those clients who worked, the average amount paid was about $1,100 per client. In actuality the difference in stipend payments for clients was considerable ranging from under $100 to several thousands of dollars according to the hours worked.

TABLE 19

CSS PROJECT JOEY
TOTAL EXPENDITURES
September, 1978 THROUGH JUNE, 1980

Expenditure Item	*Amount*	*Percent of Total*
Trainee Stipends	$227,079	49.6
Personnel	180,856	39.5
All Other Costs	50,345	10.9
Total	$458,280	100.0

Other. An accounting of CSS Project JOEY would be less than complete without some mention of the major problems encountered during its short life. While no direct service program is without concerns, some of the situations that arose would seem to have diluted the impact of the project. An accounting of these problems seems appropriate for increased awareness in planning any future programs with similar objectives.

Among the difficulties experienced by Project JOEY were: (a) changes in a project director, case manager, job developer and educational coordinator. Lapsed time in which positions were unfilled meant lost services for clients. This was also the case for the vacancy in the recreational coordinator position; (b) poor communication with the Youth Board resulting in confused lines of authority and responsibility. Energies were diverted until clarity was achieved. An aspect of this was project staff's legitimate complaint about repeated requests for previously forwarded client/project data forms; (c) initial lack of a smooth cash flow from the Youth Board for trainee stipend payments; (d) disagreement with the Youth Board over the legitimacy of payments for vocational

education training. This issue apparently was never fully resolved with the result that few clients benefited from this service; and, (e) uncertainty over the length of project funding. Hence, towards the end of the initial ten-month contract period no new clients were accepted for fear of being unable to provide full services to them. Intake was supended for about four months, obviously affecting program impact.

The Center for Learning and Living

The educational objective and activities specified in the contract, at first, were the responsibility of the case managers. When these duties proved too great to be handled effectively by them, help was sought from the Learning and Living Center funded by the New York Community Trust. The proposed staffing of the Center with three part time community workers skilled in recreation was modified to allow for a full time educational specialist and one part time recreational specialist. The first educational specialist remained for a brief period of time before resigning. The second specialist started in July 1979 and actively began to address the educational needs of the clients.

Upon referral by the case managers, the trainees were tested and an educational plan was developed. In the case of severe need (e.g. reading below third grade), the youngsters were referred elsewhere. Referrals were also made for general equivalency diploma classes, basic education and evening classes. A total of 23 clients were referred. For all other clients in need, tutoring was available from volunteers recruited by the coordinator from nearby colleges. A total of 13 youngsters were involved in a reading and math workshop. After three months each trainee was post-tested to ascertain if any gains were made in the basic skill areas. The data which were available on five clients show considerable gains for four of them; however, the extremely

small sample precludes any generalizations.

The part time recreational coordinator began in October 1979 and developed cultural activities in which about 90 clients participated. The activities included performances by the Dance Theatre of Harlem, plays at Henry Street Settlement; staff workshops on finding a job and problem solving; outside guest speakers on sex education, drug abuse, the military, and rights at school and home.

The Center itself was a large room adjoining Project JOEY offices. Its proximity assured its use even without a formal structure for group or individual activities. The room contained study cartels, lounge chairs, and other appropriate furnishings. The major concern with the Center during its operation was the length of time it took to evolve into being an integral part of Project JOEY.

SUMMARY AND CONCLUSIONS

The impact of Project JOEY can be described by the achievements of its clients. Nearly 300 young people in trouble with the law came into contact with a project whose goal was to increase their options for becoming productive members of their communities. Project JOEY focused on helping them to develop employable skills as well as offering them supportive services for educational and personal needs. It met with more success with some clients than with others.

The Project was successful in securing employment for about 200 youngsters with over 100 employers both in the public and private sector. The clients were oriented on how to apply for, interview for, and maintain a job. Project data show that more than half of those who worked learned employable skills. The typical job was in the area of sales and stock, and on the average, a client worked about 350 hours.

Perhaps the greatest disappointment of the Project was with the large group of clients, about one-third of the total population, who simply failed to respond to project contacts or refused services after intake. For these clients the Project had limited opportunity to have an effect.

At the close of the Project about 40 percent of the clients were "successful" (i.e., employed or in school). About 7 percent of the clients were incarcerated. Yet, the real extent of "success" or "failure" is difficult to quantify given the number of clients who were not actively involved in the program. It would seem that this situation and the other programatic problems that arose could have been avoided with more thorough planning. (This was verified to some extent during the last half of the program when operational changes were made.) Minimal requirements for better planning would be appropriate entrance criteria, reasonable staff workloads, achievable program activities (e.g., education, vocational training), clear understanding among cooperating agencies, more realistic budgeting, and a committed staff.

Also needed in any future Project JOEY is a built-in evaluation strategy that would investigate further what the current data only suggest. Among the more interesting findings were that

- the client most likely to succeed was one who had no arrests prior to the one that brought him/her into contact with Project JOEY
- although few in number, employed females had a higher success rate than employed males
- the types of offense seemed to have no effect on client outcome, nor did the age of a client
- clients who were terminated successfully were in the program for a minimum of two months.

The exact nature of these relationships is not known. Further study is needed to identify what makes a client successful, what aspects of orientation have a

positive effect, and what works with clients having one or more prior arrests.

In the final analysis one cannot say what the lives of the clients served would have been without Project JOEY. It seems reasonable to believe that the effects for many were positive, however brief, and that for some the effects may last a lifetime. For these clients who were once youthful offenders, the impact is incalculable.

APPENDIX A

CLASSIFICATION OF JOB TITLES

Code 1 Sales & Stock

Stock Clerk
Counter Clerk
Shoe Sales
Cashier
Customer Assistant
Sales Trainee
Salesgirl

Code 2 Skilled Tradesmen (Trainees)

TV Repair
Auto Repair/Mechanic
Painter
Contractor Trainee
Drafting
Mechanic Aide
Electrical Trainee
Construction Trainee
Plumber Assistant
Shoe Repair
Bike Repair
Alarm Installer
Mechanical Helper
Florist Trainee
Meat Cutter Trainee
Butcher Trainee
Maintenance
Art Layout
Printer Trainee
Plasterer
Floor Covering Trainee
Drum Maker
Glazier Assistant
Upholsterer Trainee

Code 3 Clerical/Office Aide

Receptionist
Medical Clerk
Office Assistant
Secretary Aide
Secretary
Record Trainee
Bookkeeper
Radio Dispatcher

Code 4 Technician

Dental Assistant

Code 5 Human Service Aides

Anti-crime Escort
Teacher's Aid
Recreation Aide

APPENDIX B

JOB SITES

Harolds French Cleaners

94 Community Service Center

Association of Black Social Workers C.D.C.

Black News

Bushwick/Stuyvesant Heights Housing Rehab. Center Inc.

Gem Discount Store (Graham Avenue)

Hardy Shoe Store #709

Kandahar Greeting Cards Co., Inc.

La Mar Cleaners

Perri Realty

Platinum Factory Recording Studio

Love in Action #1

Willoughby House Family Counseling Program

Gem Discount Store (Delancy Street)

Lido Printing

Graziano Supermarket, Inc.

Modern Stores Inc.

Key Foods (Avenue D)

Key Food (C. Waverly Inc.)

Dr. Edward Boothe

Nanette Taylor Community Center

Broadway Merchants Chamber of Commerce

Baskin & Robbin Ice Cream Store (Fulton St.)

District III Youth & Adult Inc.

Friends of Crown Height Day Care Center

Willoughby House Settlement Inc.

D.W.P.B.P. Inc.

Art & Cultural Center

John Candy Store

Adams Book Company

Bedford Ambulatory Unit

Brooklyn In-Touch Information Center

Carvel Ice Cream Store

Georgie Porgie BTQ.

Hi-Fashion Cleaners

Key Food #16

Mydar Brokerage

Meats by William Levine Inc.,

Red Hook Family Day Program

Vinny's Shoe Repair

Uhuru Sasa School

H & J Shoes, Inc.

Bway Krown Floor Cover Corp.

Key Food (Grand Street)

The New Life Child Development Center

Winthrop Car Service

Lyndon Baines Johnson Health Complex, Inc.

McPherson's Collision Shop Inc.

Avent Cleaning Center

Every Blooming Thing Flower Shop

Community Board #3

F & G Marketing, Inc.

Key Foods/CGB Supermarket, Inc.(Clarendon Rd

Ellen's Discounts

Family Dental Center

Barbara's Flower shop

Baskins and Robbins (Montague St.)

Jr. Rouse Fashion Studio

O.K. Electronics

Skin on Skin Drum Shop

Print-Mor Copy Center

Azure Lab Limited

Bilfox General Contractor

Grand General Stores Inc.

Joy Gifts

Terry's Custom Shop

M.S. Auto Sales Inc.

Key Food C.G.B. Supermarket, Inc. (Nostrand Avenue)

Brooklyn Tech. Vocational

Everyone's Bargain Store

Gates Stationary

Olympic Glass Company

Associated Food Store

S & S T.V. & Electronic

Met Food (39th Street)

C & C Shoe Corp. (Nostrand Avenue)

Romar Discount

Stanco Discounts (Fulton Street)

Village of Discounts

Bushwick Methodist Community Center

The Jay Street Store

Met Food (Hamilton)

R & G Records

Boys & Girls H.S.

La Ponderosa

School District 16

Adlermat Offset Printing

Nelson Bicycles

Bevros Bros.

Clarimar Supermarket

Hardy Shoes (Kings Plaza) #805

Stur Dee Health Foods

Shoes & Stuff

R.D.C. Cleaner, Inc.

Kid's City

Bushwick Youth Services Bureau

H. & H. Greenery

Lucy Car Service

Met Food (DeKalb Avenue)

F. & G. Contracting

Baskin & Robbins (Flatbush & Albermle Rd.)

Speed Auto Shop

Perri's Food Market

Stanco Disco (Chambers Street)

Social Security Administration

New Utrecht H. S.

Key Food (Broadway)

Met Food (Flatfush Avenue)

Dave Varone Shoes

Andover Protective Service